

# Mahindra *Rise.*

3<sup>rd</sup> April, 2018

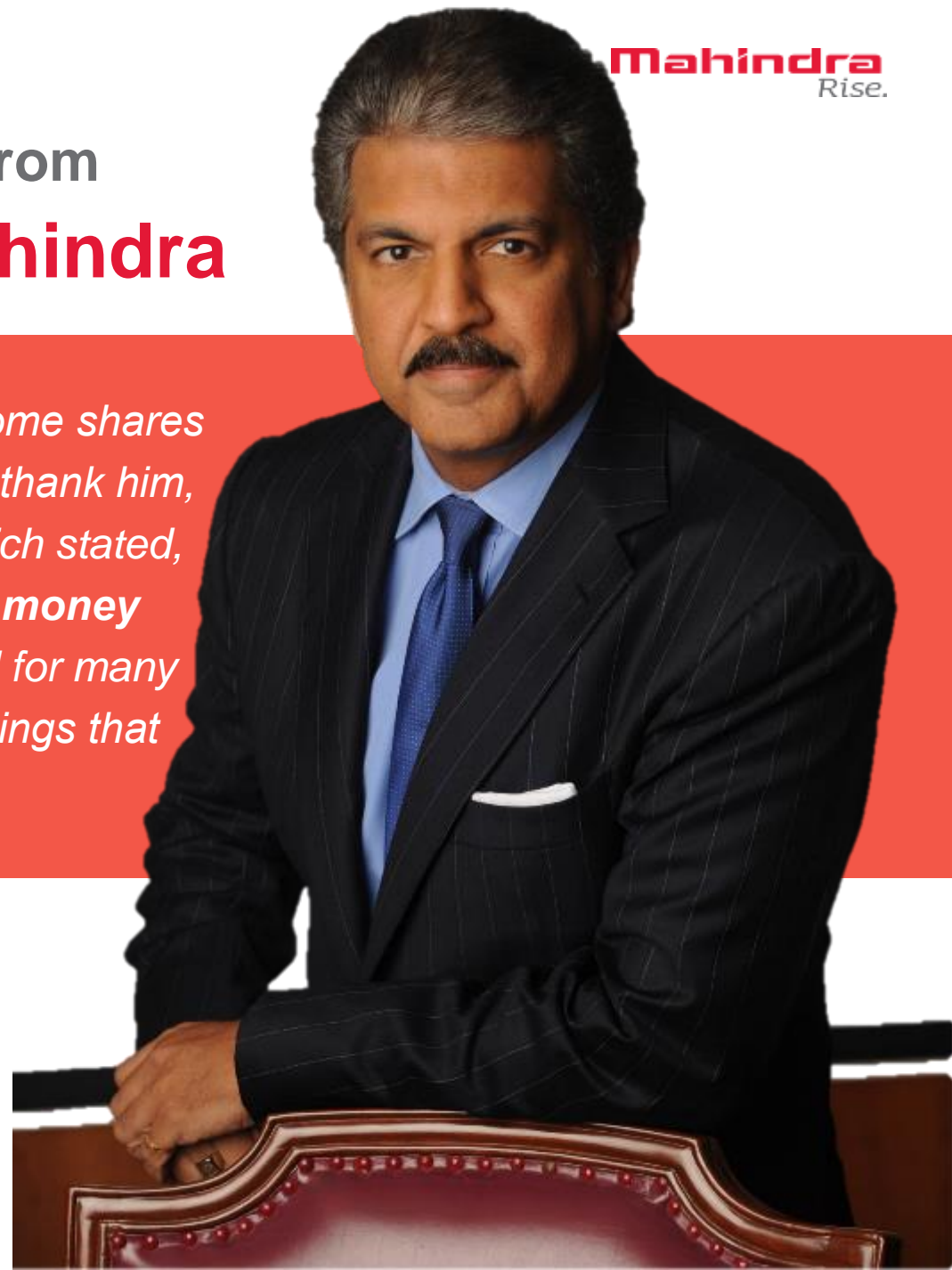
ESG Con-Call  
Mahindra & Mahindra Limited

# ESG @ Mahindra

Mr. V.S. Parthasarathy  
Group CFO, Group CIO

## A message from **Mr. Anand Mahindra**

*“When our Company first went public, K. C. Mahindra set aside some shares for the Company’s employees. When several employees wrote to thank him, he acknowledged their affection and thanked them in a memo which stated, **“It’s nice to have money, but it’s nicer to have the things that money can’t buy.”** So, from very early in our history, Mahindra has stood for many things that money can’t buy. And the most important among the things that money can’t buy, is reputation.”*



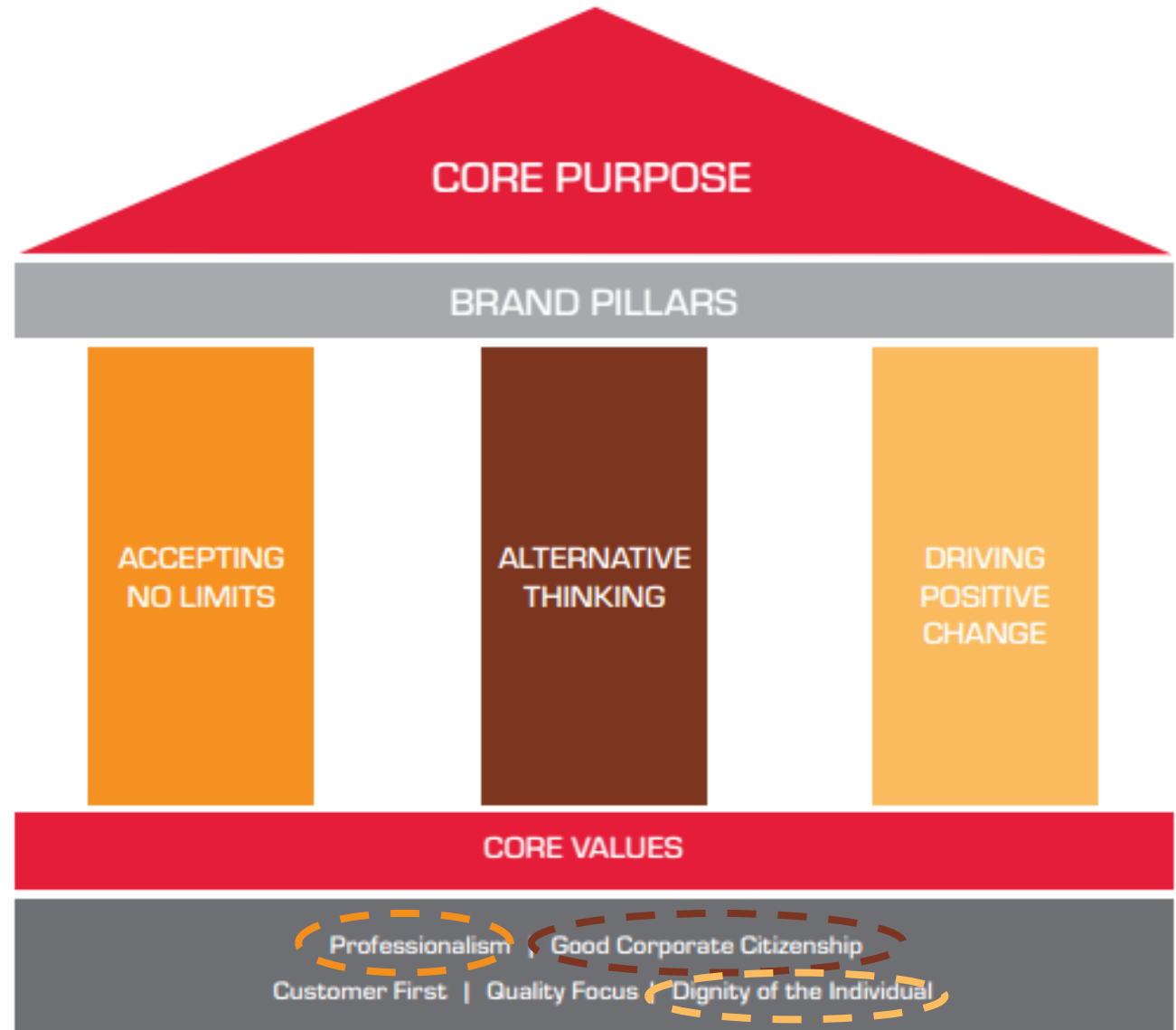
# Governance is in the Mahindra DNA

Governance refers to structures & processes designed to ensure **accountability, transparency, responsiveness, rule of law, stability,** equity and inclusiveness, **empowerment,** & broad-based participation.  
- UNESCO

Corporate citizenship involves meeting **social, legal, ethical and economic responsibilities**  
- Investopedia



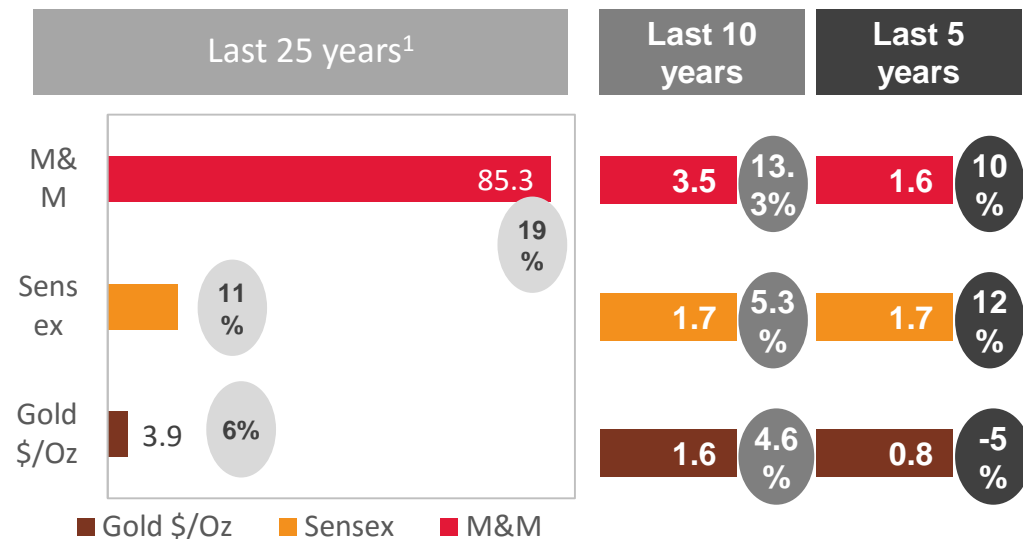
Good Corporate  
Citizenship is  
synonymous with  
Good Governance



# Governance & Profitable Growth Track Record

*Very few companies, Domestic or International, can claim responsible and profitable growth. M&M is a rare exception.*

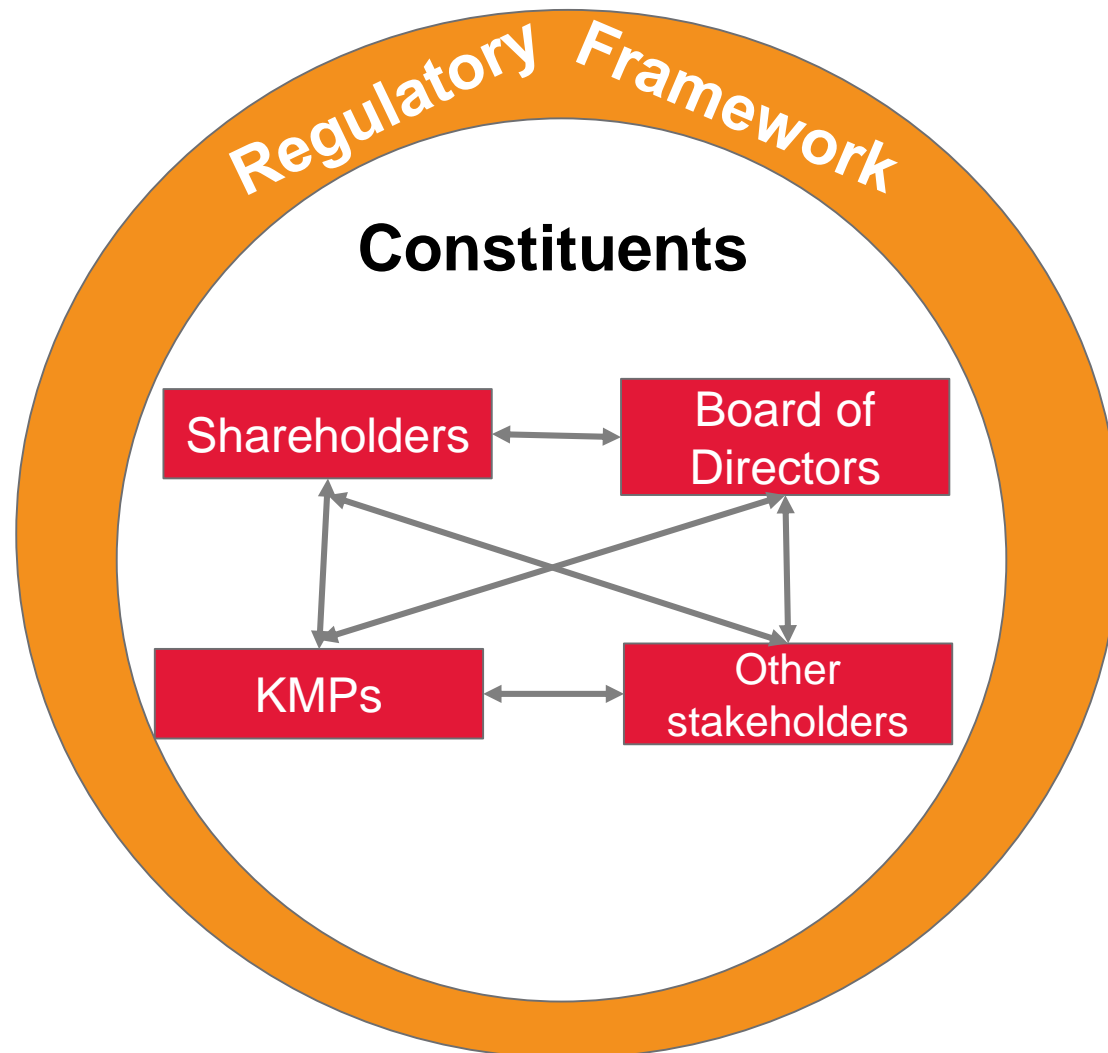
## Value creation track record



## Governance track record (few examples)

- ❖ As per Regulations, at least half of board of directors in a listed Co shall be independent directors. At M&M, we have 70% independent directors in the board.
- ❖ Audit Committee of M&M was constituted in 1987, whereas Listing Regulations required listed companies to form Audit Committee only from 2004.
- ❖ Companies Act, 2013 introduced CSR spending of 2% of net profits. M&M had, suo moto, authorized donations to charitable and other institutions in 1995 and in 2005 decided to spend up to 1% of the profits for CSR initiatives.
- ❖ ..... There many such examples.....

# Governance e-Cockpit - The Mahindra Journey



Mahindra Governance e-Cockpit **imparts**:

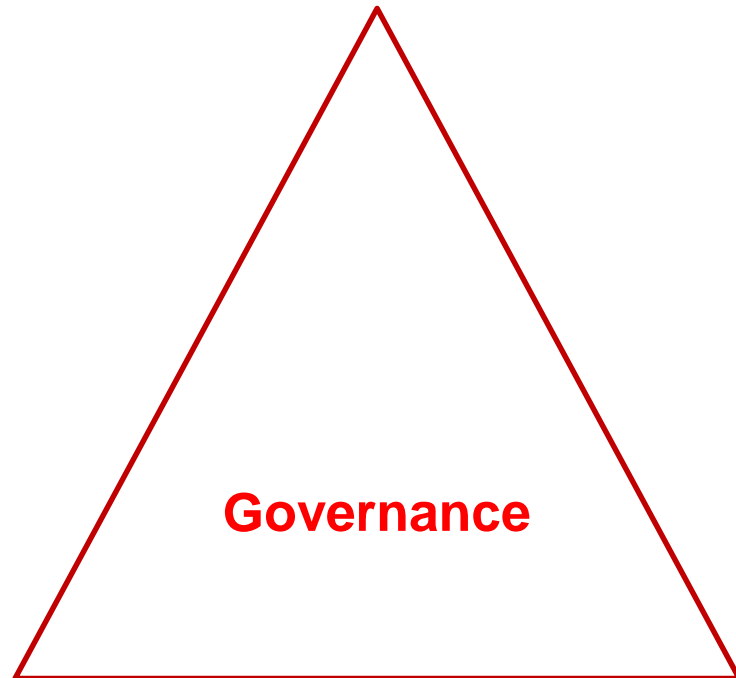
- a. Accountability,
- b. Transparency,
- c. Responsiveness,
- d. Rule of law,
- e. Stability, and
- f. Empowerment

**in interactions between key constituents** of the Governance Process, **within the overall regulatory framework**.

# The three “C”s of the process of Governance

## Roots of Governance

### Conflict of Interest Eradication



Compliance

Competency

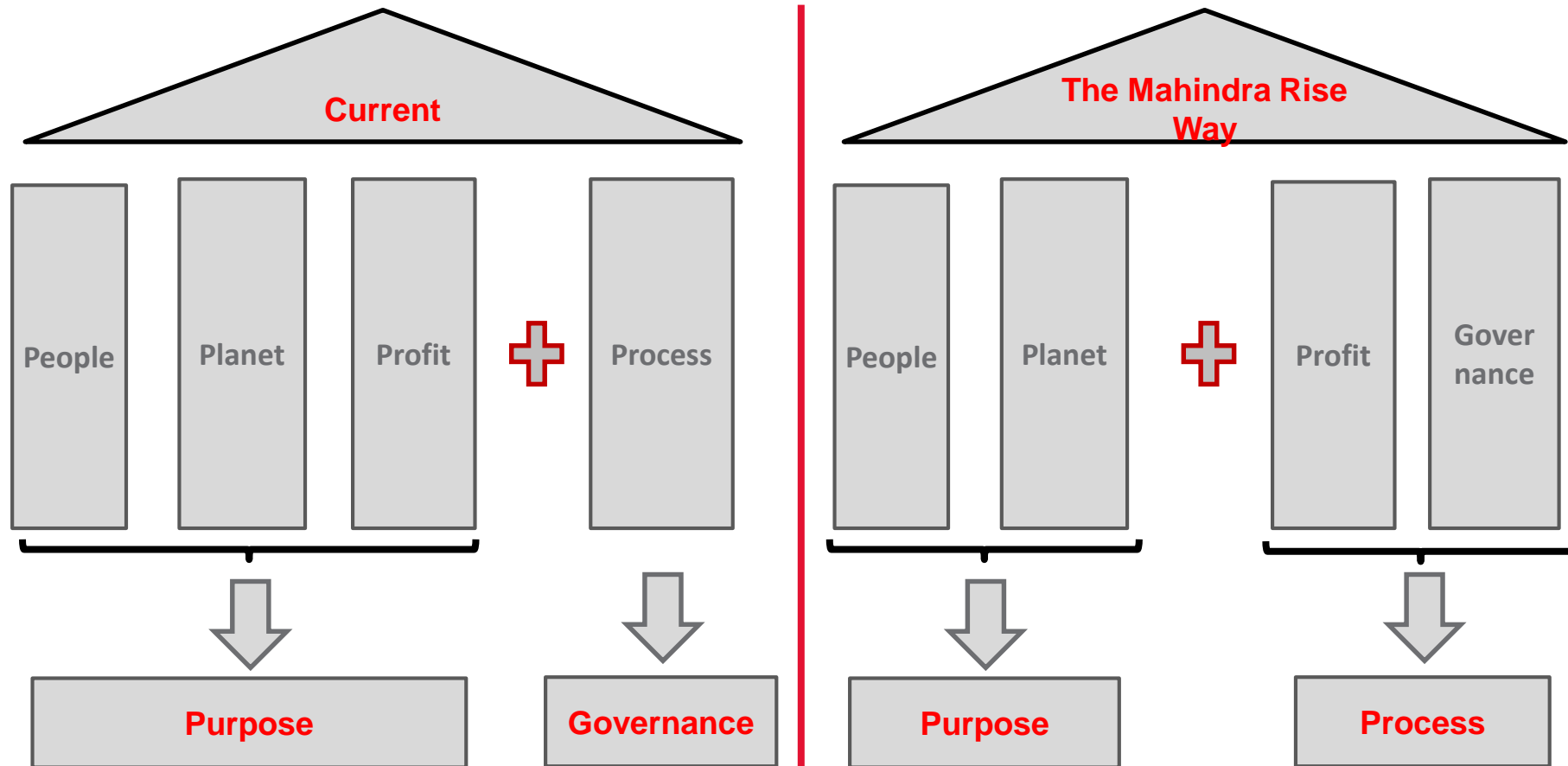
To institutionalize Governance as a process, every point of decision making needs to be tested for the following 3 “C”s:

- ❖ **Competence** – Competency is the cornerstone of every managerial action and the process of Governance is no different. Training is a useful tool In this regard.
- ❖ **Compliance** – Without the attitude to follow the law the process of Governance will fail.
- ❖ **Conflict of Interest Eradication** – Conflict removal is the “soul” of Governance and is at the very core of Governance process.

# Conscious Capitalism

*Profit with Purpose - The Mahindra Rise Way*

Adding the 4<sup>th</sup> “P” to People, Planet, Profit + Process



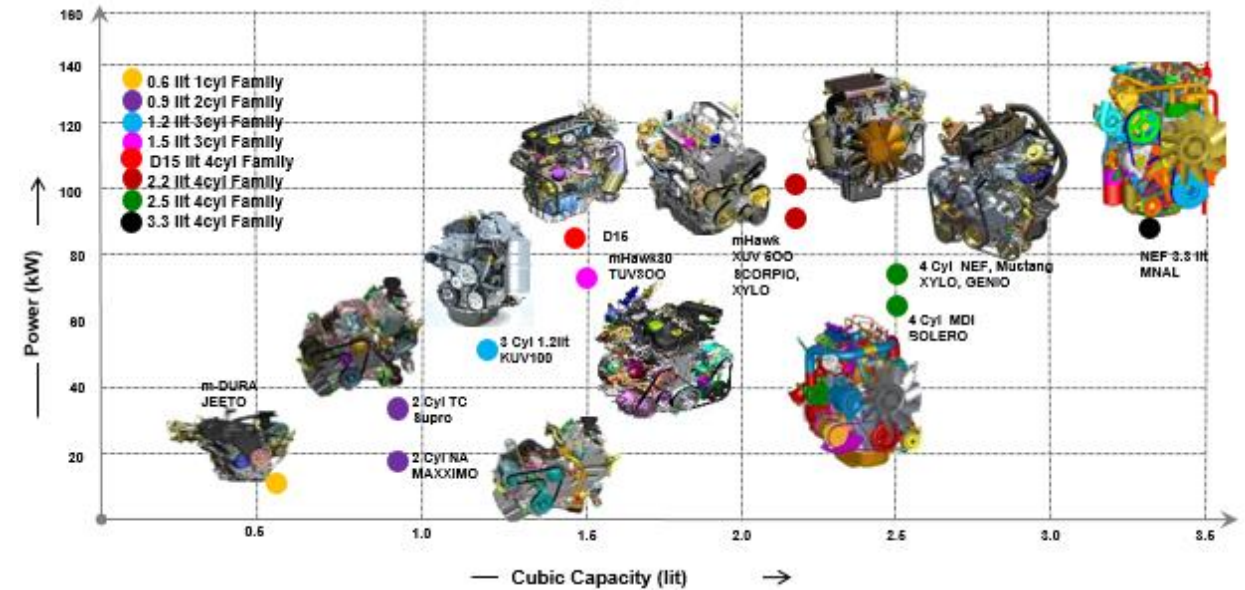


**Getting ready for tomorrow, Today !**

# BSVI Preparedness

## Diesel Engine Platforms

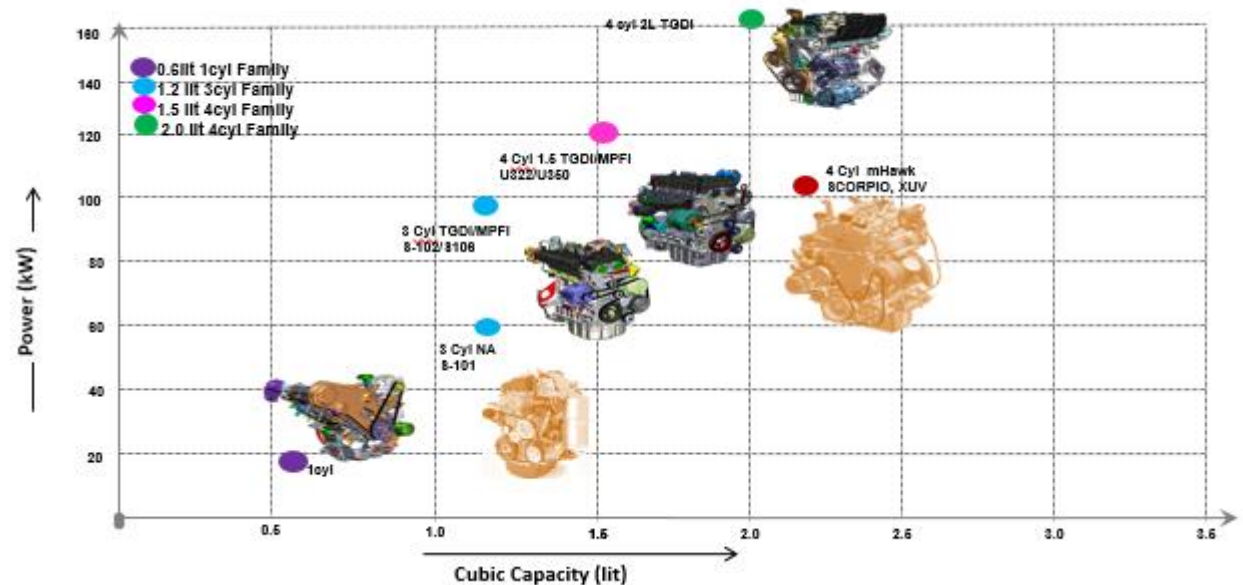
- Exhaustive range of diesel engines
- Company well poised to meet BSVI deadline



# BSVI Preparedness

## Gasoline Engine Platforms

- M&M currently has 2 gasoline engines. Intends to add 4 more options.
- Engine capacities fungible between diesel & gasoline engines



# Electric Vehicles

## Vision 2030

### Tomorrow's Movement, Today

#### A first: Electric vans in most towns soon

Electric vans are set to be introduced in most towns across the country in the next few months. The move is part of a larger initiative to promote green mobility and reduce carbon emissions. The government has approved a plan to launch electric vans in major cities and towns by the end of 2023. This initiative is expected to create new jobs and boost the local economy.

#### Auto Cos Step on Gas to Hit the Road

Look to bring out e-variants soon as the govt is pushing for an all-electric car

Auto manufacturers are stepping up their efforts to develop electric vehicles (EVs) in response to government incentives. Major players like Tata, Mahindra, and Maruti are investing heavily in R&D to bring out their own EV models. The government's push for an all-electric car is driving these companies to accelerate their production timelines.

#### 'India can be a market leader in electric vehicles'

Electric vehicle makers believe that India will become a global hub for EV manufacturing

Industry experts predict that India will become a market leader in electric vehicles by 2030. The country's large population, growing middle class, and government support are key factors driving this growth. Major manufacturers are already setting up production facilities in India to cater to the rising demand.

#### Govt. amends rules to bring in battery-driven vehicles

Incentives offered to taxi operators, especially Ola, Uber

The government has amended its rules to provide incentives for battery-driven vehicles. This move is aimed at encouraging more people to use electric cars, particularly in the taxi and ride-sharing sectors. Ola and Uber are expected to benefit significantly from these incentives.

#### EESL set to issue tender for 10,000 additional EVs

With a view to other states, an order for 10,000 electric vehicles is expected to be issued

The Electric Supply Undertaking (ESU) is set to issue a tender for 10,000 additional electric vehicles. This initiative is part of a larger plan to expand the electric vehicle fleet across different states. The vehicles will be used for various purposes, including public transport and government services.

#### E-buses may ply early next year; BMTD to lease vehicles

With a view to other states, an order for 10,000 electric vehicles is expected to be issued

Electric buses are expected to start plying in major cities by early next year. The BMTD is planning to lease these vehicles to provide a greener public transport option. This move is part of the city's commitment to reduce air pollution and promote sustainable urban mobility.

#### Maha Policy on E-vehicles Soon

Measures include refunding SGST to the manufacturers and offering a subsidy to those buying vehicles

The Maharashtra government is finalizing a comprehensive policy for electric vehicles. Key measures include refunding the SGST to manufacturers and offering a subsidy to consumers. These incentives are expected to boost the sales of electric vehicles in the state.

#### CLEAN ENERGY DRIVE

#### 2-Wheelers may 'Electrify' Roads Sooner Than Cars

All major two-wheeler cos in India have scheduled launches of electric vehicles from next year

Two-wheeler manufacturers are expected to launch their electric models sooner than cars. This is due to the lower complexity and cost of two-wheelers compared to cars. Major brands like Hero, Bajaj, and TVS are already in the process of testing their electric two-wheelers.

#### Mahindra Electric, Zoomcar to deploy e-vehicles for shared mobility

The two companies are planning to launch a fleet of electric vehicles for shared use in major cities

Mahindra Electric and Zoomcar are collaborating to launch a fleet of electric vehicles for shared mobility. This initiative is aimed at providing a convenient and eco-friendly transport option for urban commuters. The fleet will be deployed in major cities like Mumbai and Delhi.

#### Boost Solar Power

With a view to other states, an order for 10,000 electric vehicles is expected to be issued

The government is planning to boost solar power generation to support the growth of electric vehicles. This move is part of a larger strategy to promote clean energy and reduce the carbon footprint of the transportation sector.

#### E-PAYMENTS TO BE PERMITTED FOR CHARGING ELECTRIC VEHICLES

This move is aimed at encouraging more people to use electric cars, particularly in the taxi and ride-sharing sectors

The government has permitted the use of digital payments for charging electric vehicles. This move is aimed at making the charging process more convenient and secure for users. It is expected to encourage more people to use electric vehicles.

#### Driving Into Green Zone

With a view to other states, an order for 10,000 electric vehicles is expected to be issued

The government is planning to create a 'Green Zone' for electric vehicles. This zone will offer various benefits, including tax incentives and priority parking. The initiative is aimed at promoting the use of electric vehicles and reducing traffic congestion.

#### For electric cars, 2 new charging stations in Lower Parel and Kurla

The two companies are planning to launch a fleet of electric vehicles for shared use in major cities

Two new charging stations for electric cars are being set up in Lower Parel and Kurla. This move is aimed at addressing the charging infrastructure gap in these areas. The stations will be managed by private companies and will be open to all electric vehicle owners.

#### M&M to Invest up to ₹4,000 crore to Boost EV Business

The company is planning to launch a fleet of electric vehicles for shared use in major cities

M&M is investing up to ₹4,000 crore to boost its electric vehicle business. This investment is aimed at expanding the company's production capacity and developing new EV models. The move is expected to strengthen M&M's position in the electric vehicle market.

#### Electric shock for automobile makers

The government is planning to create a 'Green Zone' for electric vehicles

The automobile industry is facing a significant challenge as the government pushes for an all-electric car. This move is expected to disrupt the traditional internal combustion engine (ICE) market and force manufacturers to invest heavily in electric vehicle technology.

#### Power up EVs

The government is planning to boost solar power generation to support the growth of electric vehicles

The government is planning to boost solar power generation to support the growth of electric vehicles. This move is part of a larger strategy to promote clean energy and reduce the carbon footprint of the transportation sector.

#### INDIA LEAPS AHEAD: TRANSFORMATIVE MOBILITY SOLUTIONS FOR ALL

The government is planning to create a 'Green Zone' for electric vehicles

India is leading the world in transformative mobility solutions for all. The country's focus on electric vehicles, shared mobility, and clean energy is setting a global example. This approach is expected to improve the quality of life for all citizens and create a more sustainable future.

#### ALL CHARGED UP

How electric vehicles - and the ancillary services - are getting up for the road

The electric vehicle market is growing rapidly, and the ancillary services are also getting up for the road. This includes the development of charging infrastructure, digital payment systems, and shared mobility platforms. These services are essential for the widespread adoption of electric vehicles.

#### Mahindra Electric to play key role in EV drive

The company is planning to launch a fleet of electric vehicles for shared use in major cities

Mahindra Electric is playing a key role in the electric vehicle drive. The company is investing heavily in R&D and manufacturing to bring out a wide range of EV models. This move is expected to position Mahindra as a major player in the electric vehicle market.

#### Maruti will make electric cars in Guj

The company is planning to launch a fleet of electric vehicles for shared use in major cities

Maruti is planning to make electric cars in Gujarat. This move is aimed at expanding the company's production capacity and developing new EV models. The initiative is expected to strengthen Maruti's position in the electric vehicle market.

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# Leading the way

## Shared and Mass Mobility

**Baghirathi order for 1000 vehicles in Bangalore**



**OLA – Partnership for shared mobility in Nagpur**



**Zoomcar launched in Mysore and Hyderabad**



**Uber and M&M Partnership announced**



**EESL Tender for 10,000 vehicles**



**HRTC – Clean Public Transportation**



**Lithium- Corporate Employee Commuting**



# Mahindra first mover advantage

**>68.2 Mn ekms**  
2010 – till date

**4000+**  
vehicles on road

**50+**  
Patents

**10+ years**  
of Li-ion in India

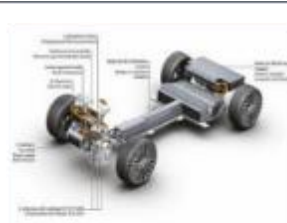
**18+**  
cities across the country

**Already invested 600 cr. in EV technology, product, capacity and supplier end investment**



### Market penetration

- Brand recognition, 51 experienced dealerships



### Electric powertrain (48V – 650V)

- Technology optimisation for Indian context



### System manufacturing setup

- Low cost localised manufacturing experience. (India)



### Strategic partnerships and pilots












- Global quality suppliers & strategic partners

Faster time to market

High Quality

Cost competitive

# New Product Portfolio

	LOW VOLTAGE						HIGH VOLTAGE				
											
Product line-up	<b>eAlfa mini Rickshaw</b>	<b>eRick</b>	<b>TREO Auto</b>	<b>e2OPlus Hatchback</b>	<b>e-Supro Minivan</b>	<b>e-Verito Sedan</b>	<b>e-KUV SUV</b>	<b>Model 1 SUV</b>	<b>Model 2 Sedan</b>	<b>eCosmo Bus</b>	<b>Bus 2</b>
Seating capacity	D+4	D+4, D+3	4 Adults	D+7	D+4	D+4	D+4	D+4	D+4	D+32	D+40
Range (km)	85 kms	80-100 kms	140 kms	140 kms	140 kms	120 kms	250 kms	156 kms	100 kms	150 kms	
Top speed	25 km/h	25-45 km/h	80 km/h	85 km/h	85 km/h	100 km/h	150 km/h	110 km/h	70 km/h	70 km/h	
Voltage	12 V	48 V		72 V			380 V		650 V		
Battery Chemistry	Lead Acid	LFP						NMC		LFP	
Motor peak power	1.5 kW	< 5 kW	19 kW	30 kW			90 kW	50 kW	165 kW		

**Current product**  
**Upcoming product**

# Sustainability @ Mahindra

Mr. Ulhas Yargop  
Group President - IT Sector,  
Group CTO,  
Chairman - Group Sustainability Council

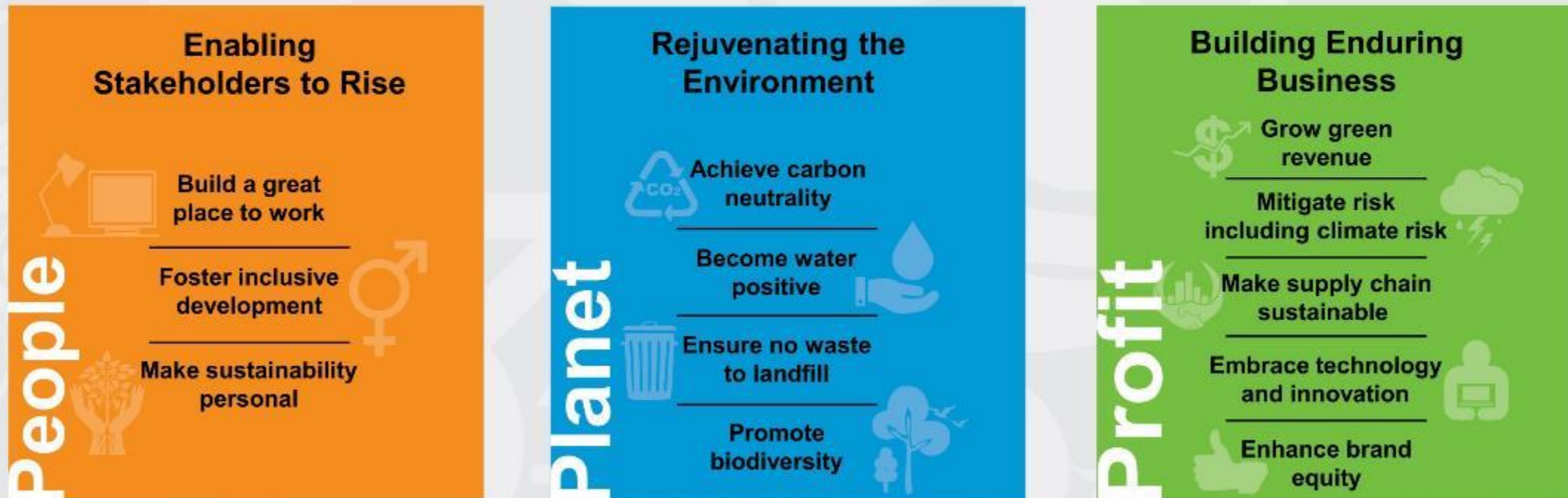


# Sustainability Performance 2017-18

- Mahindra Sustainability Framework
- Leadership in Sustainability
- Awards and accolades
- Governance Structure for Sustainability
- Building Enduring Business
- Rejuvenate the Environment

# Mahindra Sustainability Framework

Building enduring businesses by rejuvenating the environment and enabling stakeholders to Rise



Partnering. Learning. Sharing.

Giving back more than we take.

# Leadership in Sustainability



Mr. Anand Mahindra, a co-Chair in California's Governor Brown 'The Global Climate Action Summit' in September'18

# Leadership in Sustainability

Set science based targets - a global challenge from Anand Mahindra, Chairman, Mahindra Group



will commit to the Science-Based Targets Initiative.

WORLD ECONOMIC FORUM

Science Based Targets in alignment to the Paris agreement at World Economic Forum, Davos



# Leadership in Sustainability



Mahindra Holidays becomes first hospitality company in the world to sign EP 100



Founder member of Sustainable Housing Leadership Consortium (SHLC) led by IFC



Founder members at World bank's CPLC and declared Carbon Price of \$10



Tech Mahindra topper in CDP and Dow Jones disclosures; M&M and MMFSL do well

# Awards in Sustainability

- Tech Mahindra has been awarded the highest ranking 'A' and identified as a global leader for Supplier Engagement by CDP
- Mahindra Holidays won the prestigious Golden Peacock Environment Management Award 2017 received in London in October '17
- AD Zaheerabad bagged the 2nd Prize at the National Energy Conservation Award by the Ministry of Power, Govt. of India.
- M&M (Igatpuri) won the Global Sustainability Award (Platinum Rating) and Best Sustainability Initiative Pavilion at The World Renewable Energy Congress organized by The Energy and Environment Foundation and supported by MNRE

# Awards in Sustainability

- 6 M&M plants have won CII National Energy Conservation Awards and CII National Water Management Awards
- Mahindra Lifespaces won the prestigious Golden Peacock Environment Management Award.
- Mahindra Susten bagged Gold Award in Category- Solar O&M contractor of the year – Utility Scale @ RE assets 2017 Solar Awards
- Mahindra Racing Formula E Team awarded the second highest level of FIA Institute Sustainability Accreditation.

# Governance Structure for Sustainability





# Building Enduring Business

# Grow green revenue: \$ 400 million+

## Portfolio of Electric Vehicles

# Mahindra ELECTRIC



# Grow green revenue: \$ 400 million+



Clean Energy



Green housing



Micro Irrigation



Automotive Recycling



# Rejuvenating the Environment



# Achieving Carbon Neutrality



Auto, Farm & Holidays businesses

Committed to go 100% LED



6% Achieved!

\$10 Carbon Price



# Becoming Water Positive



Integrated Watershed Management:  
2.35X increase in income for 20,000;  
12X of water consumption  
harnessed by Mahindra

PRESENTING  
**FIN-DRIP**  
TECHNOLOGY  
FLAT INLINE DRIPPER

Unique patented anti-clogging design

MAKES CROPS STRONGER FROM WITHIN

**Samriddhi**  
A Mahindra Group Company

EPC

Saving 30-40% Water for  
Irrigation

# Ensure no waste to landfill



**Igatpuri Plant: 1<sup>st</sup> certified Zero Waste to Landfill**

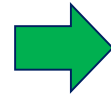
**(ZWL) location in India & 2<sup>nd</sup> in the World**

**Additionally following plants got certified for Zero Waste to landfill**

- **Automotive Division – Haridwar**
- **Automotive Division – Zaheerabad**
- **Farm Division – Zaheerabad**
- **Swaraj Plant 1**

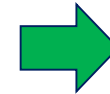
# Waste to Energy at Mahindra World city

Input :  
Segregated Food-waste  
10 tons/day  
(Provided by MWC)



4 tons of organic  
manure is  
produced daily

400 kg of CNG grade fuel is  
produced daily and it can  
propel our tourister buses  
2800 km/ day



Mahindra World City – A Carbon Neutral Ecosystem



# Few Innovations in Waste Management

# Scrap Metal to Transformer Core



# Foundry Waste Sand to River Sand



# Kitchen Waste to Fertilizers



# Waste to Energy



# Paint Sludge as Fuel to Cement Plant



# Promote Biodiversity



Membership and  
Advocacy



Reduction in Dust  
levels by 50%

# Enabling Stakeholders to Rise

Mr. Rajeev Dubey  
Group President (HR & Corporate Services)  
& CEO (After-Market Sector)

<http://www.mahindra.com/riseforgood>





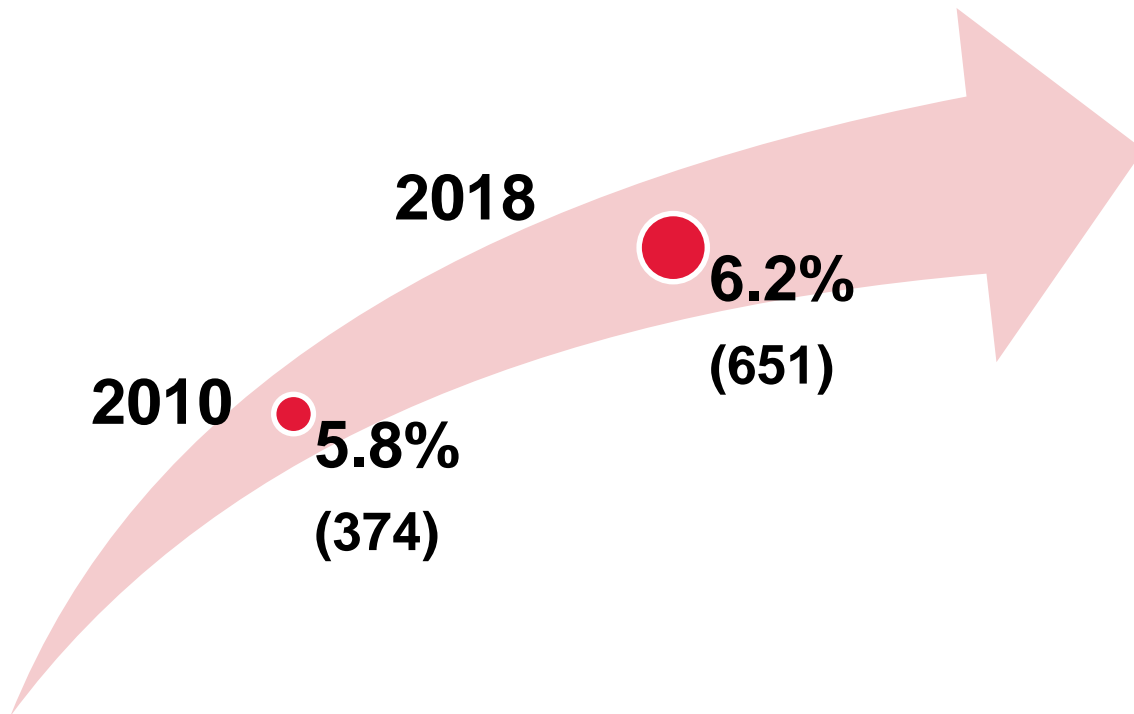
# Content

- Diversity & Inclusion
- Talent Management
- Great place to work
- Internal governance policies
- CSR- Rise for good
  - Education
  - Health
  - Environment

# Diversity & Inclusion

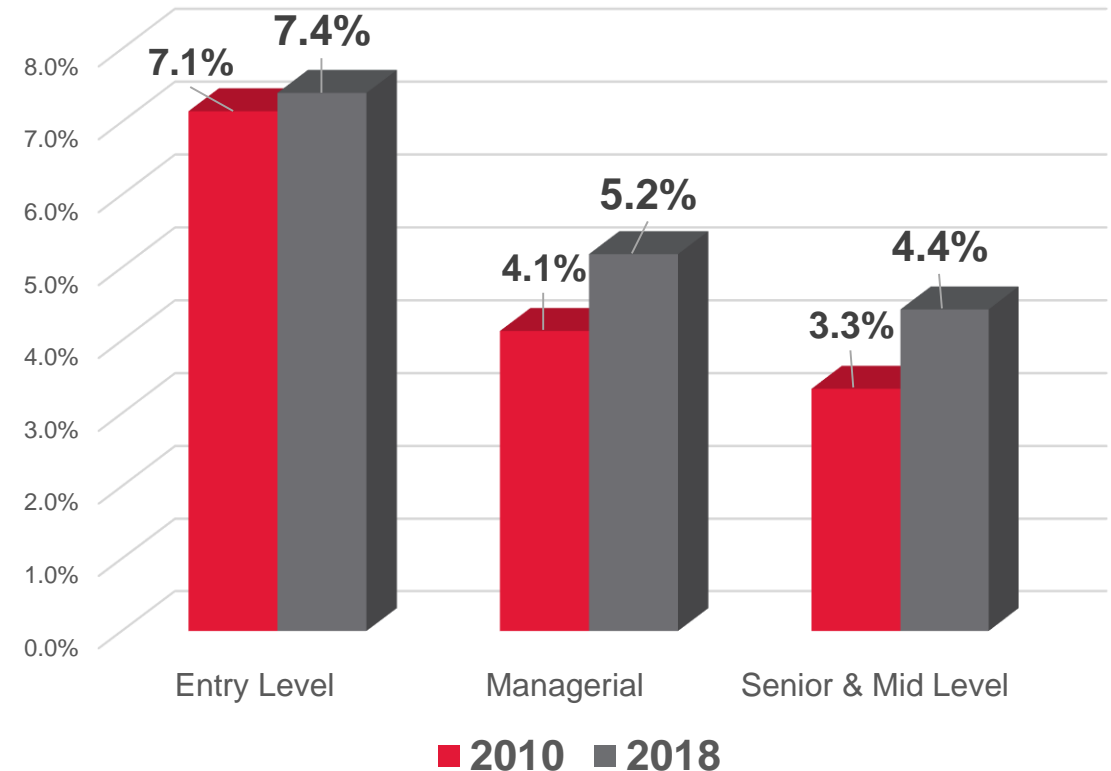
# Women Representation @ M&M

## Overall Women Population



The headcount of women has doubled over the years

## Grade-Wise Women Population



Women representation has increased in all the grades

# ***RECRUITMENT of Women***

***Graduate Apprentice Trainee***

***30% women***

***Graduate Engineer Trainee***

***20% women***

***Campus Hire at TechM***

***55% Women***

***Sales Trainee hire 50%***

***Women in M&M***



***Special Referral  
Program to hire Women***



***Focused Lateral  
& Senior level  
recruitment***

**SAFETY & TRAVEL** Policy

**EQUAL OPPORTUNITY** Employer policy

**WORK LIFE POLICY** For flexibility

**WORK FROM HOME** Policy

**PART-TIME** Employment

**Travel** Reimbursement

**Secured Rating**

**Crèche & 26 weeks** maternity leave

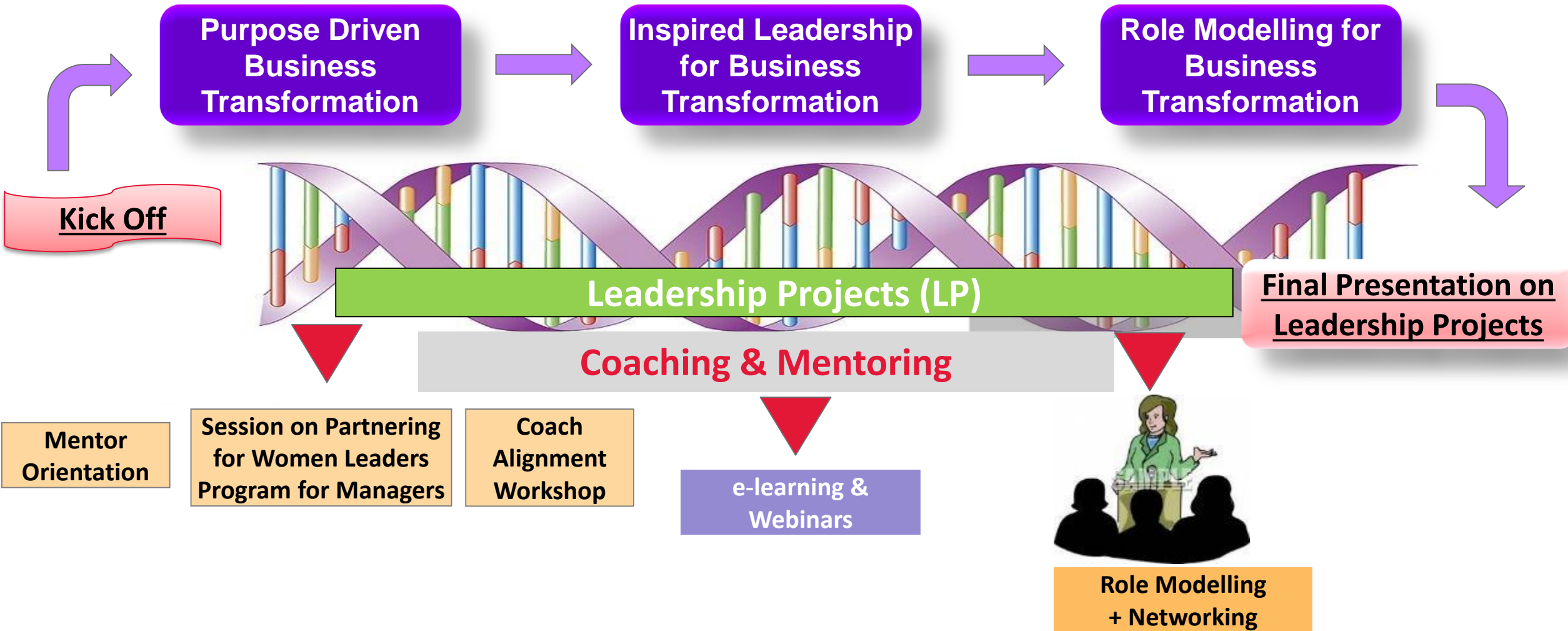
**Sabbatical** Policy



***GENDER & MATERNITY POLICIES***



# Framework: Women Leaders Program



*31 women from M&M embarked on this journey in 2016 & 2017*

# Accolades

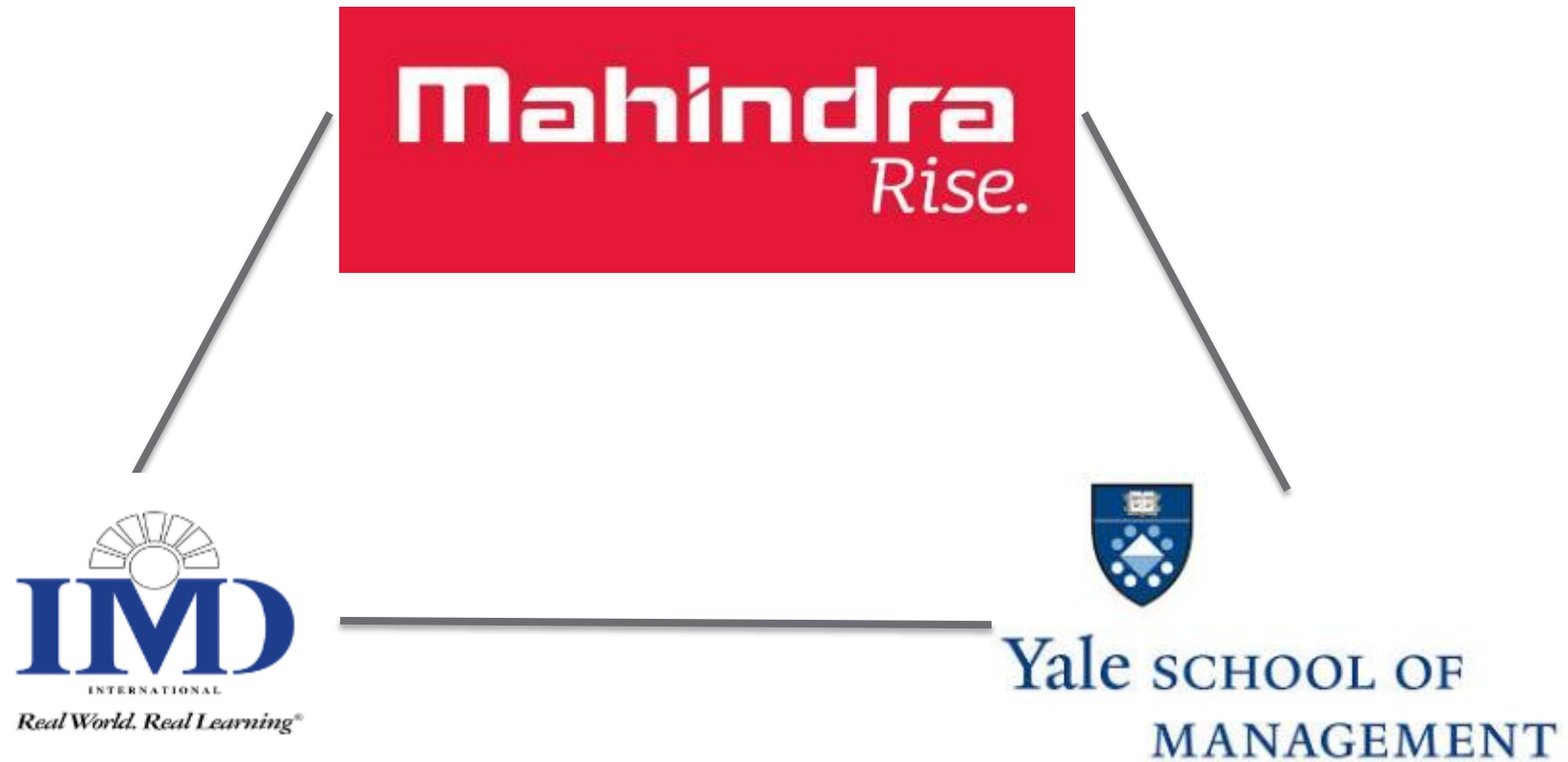


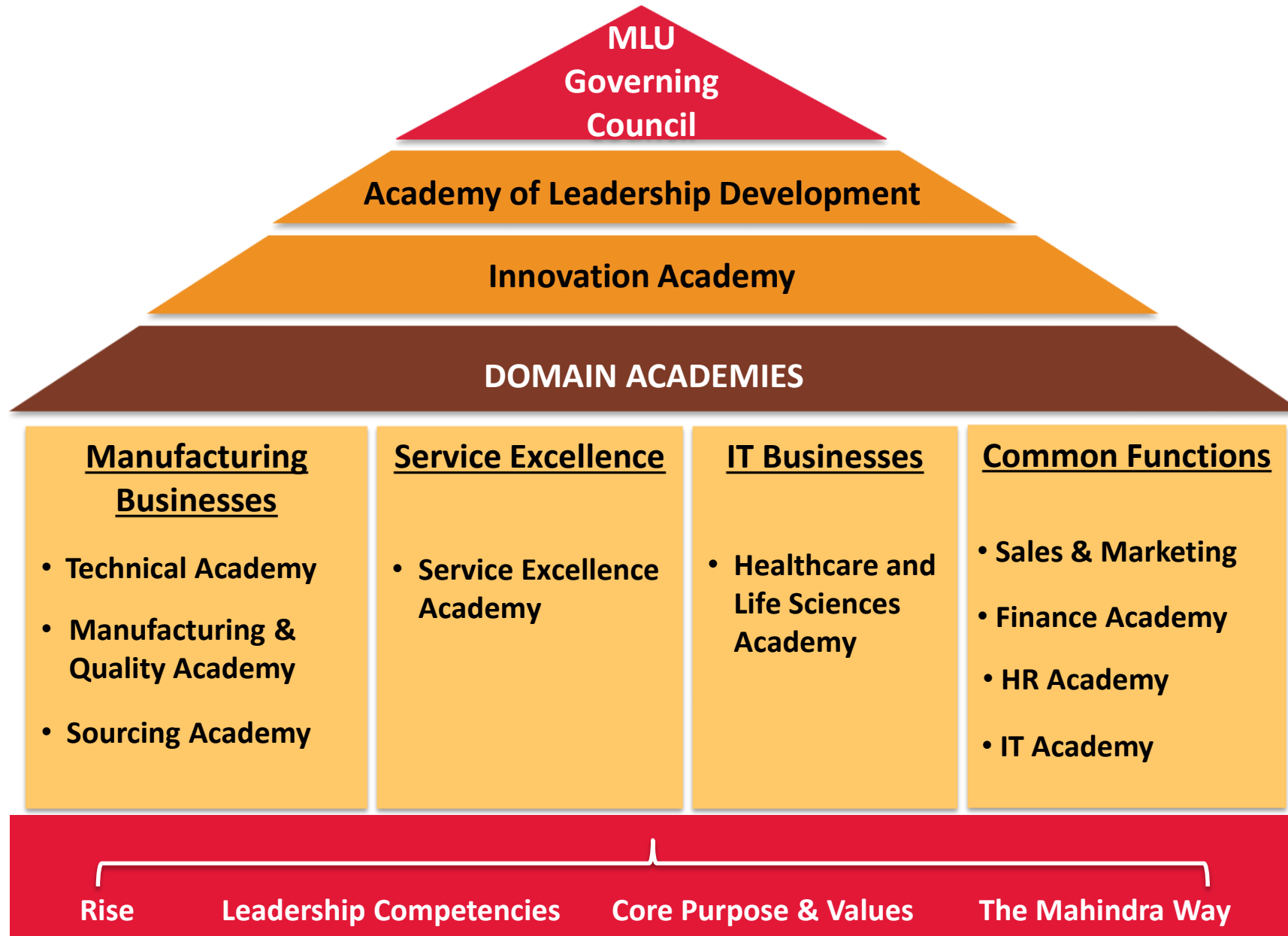
1st runners up for our gender diversity practice at the 'Best Innovative Practices for Women at Workplace' by the United Nations Global Compact Network India



# Talent Management

# Mahindra Future Leaders Program





**Great place to work**

# Build a great place to work!

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M&M Ltd., Mahindra  
Finance, Mahindra  
Lifespaces: Top companies  
in Great Place to Work

# Transformational Work Culture Council (TWCC)



# Internal governance policies

# Governance policies for employees

## Bribery & Corruption

- Zero Tolerance

## Whistleblower

- Proactively communicated through posters, emailers, short film (in English & Hindi)
- Independent hotline manned by KPMG
- Whistleblower Policy regularly reviewed by Board
- Cases and action taken reviewed by Corporate Governance Council & Audit Committee
- Structures for administration of investigation and other administrative structures set up as per recommendation of KPMG

## Annual Compliance Module

- Affirmation each year by ALL Employees and on joining for new employees

## Computer Based Training Module

- Introduced - Bi-Annual training on the Code of Conduct

## Ethics & Governance Portal for

- Code of Conduct Violations
- Gift declarations
- Lecture declaration
- 24 Governance Policies covering all aspects of the Code of Conduct



# CSR - Rise for Good

# Rise

for Good

Girls, Youth, Farmers

Education

Health

Environment

Sustainability & Corporate Governance

## EDUCATION

Girls Supported in  
FY18  
1,35,331

4300 ASC's in 3000  
government  
schools across  
12 States

49,000 girls receive  
tablet based  
learning

Number of  
N Star Centers  
75



Supported  
over  
300,000  
girls till  
date



## EDUCATION

 **UWC MAHINDRA COLLEGE**  
EDUCATING FOR PEACE AND A SUSTAINABLE FUTURE

**K.C.MAHINDRA**  
EDUCATION TRUST



9 Mahindra Pride Schools

6223 youth trained.  
Record 100% placements.



955 Mahindra Pride Classrooms in 9 States

41,687 trained from Polytechnics, ITI's & Colleges

# EDUCATION



MAHINDRA PRIDE SCHOOL : Trained over 91,769 youth till date.

FY18 – 2 projects in  
Ballarpur & Ratlam

Beneficiaries in  
FY18 – 15,651

## Lifeline Express



99,056  
individuals  
treated  
through 19  
Lifeline  
Express  
projects

## Project Hariyali



Mahindra  
Hariyali:  
14.94 million  
trees planted  
from 2007 till  
date



FY18 – 1.45 million  
trees planted



# Awards



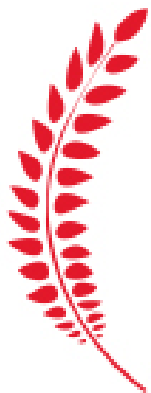
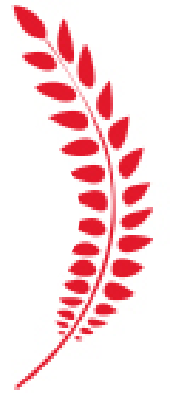
Socially Aware  
Corporate for the  
Year 2017 by  
Business  
Standard for  
Zero Fatality  
Corridor' Project  
on Mumbai Pune  
Expressway



Corporate Citizen  
of the Year 2017  
by Economic  
Times for Nanhi  
Kali and  
Integrated  
Watershed  
Management  
Program at  
Damoh, MP



FICCI Road  
Safety Analysis &  
Action Award for  
Zero Fatality  
Corridor project  
on the Mumbai  
Pune  
Expressway



The CSR Journal  
Excellence  
Award for  
Agriculture &  
Rural  
Development for  
Integrated  
Watershed  
Management  
Program at  
Damoh, Madhya  
Pradesh



Energy and  
Environment  
Foundation  
Global CSR  
Award for Zero  
Fatality Corridor  
Project on  
Mumbai Pune  
Expressway





# *Rise* for Good